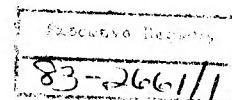


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7 June 1983

MEMORANDUM FOR: Chairman, National Intelligence Council

FROM : Director of Central Intelligence

SUBJECT : Post-Mortems on NIEs and SNIEs

1. We can make greater use of NIEs and SNIEs to drive collection by using the production process itself to highlight intelligence gaps and future requirements.

2. To fully engage field components in the process of identifying and remedying intelligence gaps, a dialogue with field components should begin when the estimate itself gets under way -- immediately after initial TOR meetings. Thus, the current practice of consulting with country teams on the substance of the NIE or SNIE should be expanded to the issue of intelligence gaps.

3. From now on, after approval of a NIE or SNIE by NFIB, the responsible NIO will draft a memo to be sent by me to all NFIB principals for further relay to field collection components. This memo will:

- outline intelligence gaps that emerged during production of the estimate.
- articulate intelligence requirements to fill these gaps during the estimative time-frame.
- explain the reasons for any major judgmental splits in the estimate -- e.g., inability of participants to agree on facts, different interpretations of accepted facts.

4. These draft memos -- prepared by the NIO in consultation with the appropriate NFIB representatives -- should be ready for my signature two weeks after NFIB approval of the NIE or SNIE.

5. From time to time, this process will be followed up by more extensive, "analytic" post-mortems. These latter efforts, which will deal with issues such as the accuracy of key judgments and the selection of issues to judge, will be conducted anywhere from six months to two years after NFIB approval of a NIE or SNIE. When appropriate, these larger efforts will be conducted by the Senior Review Panel or another group chosen by me.

/s/ William J. Casey

William J. Casey

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